



WASHINGTON STATE PUBLIC
DISCLOSURE COMMISSION

ANNUAL REPORT

FOR FY 2024



MESSAGE FROM THE CHAIR



took over as chair in 2024 during one of the Public Disclosure Commission's busiest periods ever, as complaint volumes jumped exponentially from previous years, and staff scrambled to handle the workload.

But we didn't just scramble. Staff also continued to do excellent work assisting campaigns and other filers

during a busy election cycle, triaging heavy caseloads, and developing and improving online filing systems. I'm proud of our recent work, and I'm even more excited for the PDC's future.

We acknowledge that public disclosure law and reporting requirements can be complicated. Some reports are due regardless of activity, others depend on how much you raise or spend. That's why PDC staff are working hard to simplify and improve our online filing systems, and to adapt to filer needs.

In the past year, PDC staff have developed and implemented an ambitious project to identify candidates who owe mandatory pre- and post-election reports. We sent them both reminders beforehand, and notices of non-compliance afterward if they missed the deadline. We deployed the project for the first time for the 2024 primary election.

While some government agencies take months or years to accomplish such a goal, PDC staff pulled it off in just a few weeks. And the results were phenomenal. As a result of the notices, compliance rates for these primary election reports reached

more than 90 percent.

I have no illusions that achieving this success was easy. PDC staff did a simply marvelous job, and I'm excited about what this project could mean for the future.

I want to take advantage of that momentum. In the near term, we'll continue to expand the pilot project into future elections.

In the longer term, I'm interested in discussing options to further simplify reporting. Currently, many reports are due based on the amount campaigns raise or spend. I think you should be able to look at a calendar and see if you owe a report. It should not be more difficult than that.

This is not a partisan issue; it's common sense that making disclosure simpler will improve that disclosure, and make the political process more transparent for everyone.

I believe the vast majority of people who run for public office are doing so because they want to benefit their community. We want to make campaign finance disclosure as meaningful and painless as possible.

Ultimately, the strength of the PDC is in our foundation — our goal is to get timely information to voters about who gave, who got, and how much. We'll continue to work toward that goal, as we have for more than 50 years.

Allen Hayward
Public Disclosure Commission Chair
DECEMBER 2024

COMMISSION ADDS TO STRATEGIC PLAN GOALS

The Public Disclosure Commission met on March 14, 2024, for a strategic planning retreat, discussing a number of topics including progress on previous projects and strategies for improving timely compliance with reporting requirements.

The PDC's strategic plan includes four broad categories encompassing the PDC's goals and projects, including: Empower the people to "follow the money" in politics, help the regulated community achieve and maintain compliance, continue to build a better, more agile and more responsive organization and attract and retain a talented and dedicated workforce.

The Commission directed staff to begin a new project to identify candidates owing three mandatory reports — 21- and 7-day pre-election expenditure (C-4) reports and post-election C-4s — and notify them both in advance of the deadline and after the deadline if those reports are missed.

While the original plan called for having the notification system in place for the general election, PDC staff were able to deploy it early, in time for the primary election's mandatory reports. Staff reported that the program had achieved a compliance rate of more than 90 percent as of the end of September.

The Commission and staff also discussed a number of ongoing projects, including work to improve lobbying disclosure, to use process improvement to reform enforcement procedures, to increase Commission outreach, to enhance disclosure of digital political advertising and to modernize PDC reporting systems.

In addition to the new compliance project, staff also recommended updating the agency's strategic plan to include increasing training and education around RCW 42.17A.555, which prohibits the use of public facilities in political campaigns.

WHAT'S INSIDE

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Commission hosts experts on deepfakes at outreach-focused meeting

At its second meeting outside of Olympia since setting a goal of improving outreach, the Public Disclosure Commission met in Vancouver in April 2024, where it hosted a forum on how artificial intelligence and deepfake technology could affect political advertising in upcoming election cycles.

In June 2023, the PDC met in Spokane, gathering outside of Olympia for the first time in recent memory as part of a Commission-set goal of improving outreach throughout Washington.

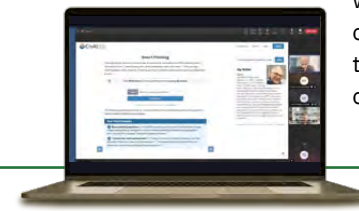
The Vancouver meeting included input from four experts and researchers in the deepfake technology field: Jevin West, founding director of the University of Washington's Center for an Informed Public, Oren Etzioni, founder of TrueMedia.org, an AI nonprofit fighting political deepfakes, and Lucas Hansen and Siddharth Hiregowdara, co-founders of CivAi.org, a nonprofit that produces software and demos to help the public understand AI capabilities and drawbacks.

Deepfakes were a hot topic at the PDC in early 2024 as the agency worked to comply with a directive from the state Legislature to adopt rules in furtherance of Senate Bill 5152, which required disclosure of deepfake technology used in political ads. The April meeting also included a discussion of those draft rules, which the Commission approved at its meeting in May.

"The thing that worries me the most is when it's not AI generated, when it's a real event that occurs and no one really responds because the public has become so desensitized to fake images, fake audio, fake text," West said. "That's the thing that scares me the most and that's the thing we need to address."

The Commission also hosted the Clark County Auditor and representatives of the Oregon Secretary of State, who discussed election challenges and Oregon's efforts to regulate campaign spending.

The Commission plans to continue to have meetings outside Olympia as part of its ongoing effort to connect with voters, elected officials and members of the regulated community on their home turf.



HIGHLIGHTS OF OUR OUTREACH

AUGUST 2023

Then-Commission Chair Nancy Isserlis held an engagement session on **Aug. 30** to discuss the state law requiring campaigns to collect certifications that campaign contributions were not financed or influenced by foreign nationals, and the requirement for campaigns to report the employer and employer's location for contributors who give more than \$250. *About 14 people attended.*

SEPTEMBER 2023

On **Sept. 13**, the PDC was invited to present to the Democracy Happy Hour with Fix Democracy First, and provided an overview of the PDC and tools for the public to follow the money in politics. *About 40 people attended the virtual meeting.*

OCTOBER 2023

Then-Commission Chair Nancy Isserlis held an engagement session on **Oct. 17** to discuss ongoing rulemaking on grassroots lobbying disclosure and guidance to local governments and school districts on complying with the law prohibiting the use of public facilities in campaigns. *About 18 people attended.*

PDC staff met with the Washington School Public Relations Association at their annual conference at the Skamania Lodge in Stevenson on **Oct. 23**. Staff discussed the prohibition on using public facilities to benefit a campaign. *About 90 people attended.*

On **Oct. 27**, staff attended the Washington Fire Commissioners Association conference at the Tulalip Resort.

NOVEMBER 2023

On **Nov. 8**, PDC staff presented on topics including lobbying and lobbying disclosure to the Nonprofit Association of WA. *About 45 people attended.*

DECEMBER 2023

On **Dec. 3-6**, agency staff attended the Council on Governmental Ethics

Laws annual conference in Kansas City, where they were invited to participate in three panels about deepfake media in political advertising, public transparency and the First Amendment, and the personal use of campaign funds.

On **Dec. 6**, PDC staff gave a presentation to the Washington Workforce Association. *About 13 people attended.*

On **Dec. 13**, PDC staff met with the Burmese delegation of the World Affairs Council. *About 12 people attended.*

APRIL 2024

On **April 10**, PDC staff gave a training on candidate disclosure organized by King County Elections. *About 25 people attended.*

On **April 11**, PDC staff gave a presentation on guidelines for public agencies on restriction of use of public facilities in elections to the Washington Public Treasurers Association at their conference in Chelan. *About 16 people attended.*

On **April 24**, the PDC held its regular meeting in Vancouver, the second time in the past year that the Commission had held a meeting outside Olympia. Before the meeting, then-Commission Chair Nancy Isserlis and PDC Executive Director Peter Frey Lavallee met with the editorial board of The Columbian newspaper to discuss a variety of issues, including deepfakes in political advertising, and the PDC's role in regulating campaign finances in Washington.

On **April 25**, PDC staff gave a presentation to the Washington State Association of Municipal Attorneys regarding use of public resources in election campaigns. *About 150 people attended.*

JUNE 2024

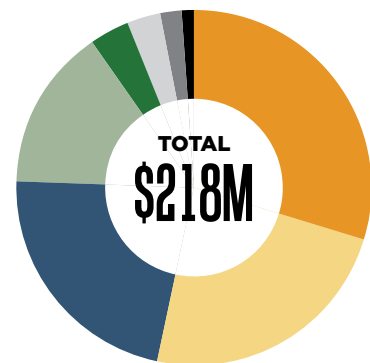
On **June 11**, PDC staff held a feedback session for filers using the agency's lobbyist online filing systems. The PDC is updating its lobbyist filing system, and scheduling feedback sessions at regular intervals to hear from users who volunteered to share their opinions. *About 10 people attended.*

On **June 12-13**, PDC staff attended the Washington State Association of County Auditors' Elections Conference in SeaTac.

TRACKING THE MONEY

WHO GAVE, HOW MUCH?

Total contributions to candidates and political committees for election year 2024:



- \$65,280,387 Individual
- \$7,541,532 Union
- \$51,840,972 Business
- \$6,718,560 Party
- \$48,133,697 Other
- \$4,115,100 Self-financing
- \$32,584,610 Political Action Committee
- \$2,393,212 Caucus

Note: Totals on all charts rounded to nearest dollar

Governor's race tops 2024 election year spending

Washington state governor candidates Bob Ferguson, the winner, and Dave Reichert, the runner up, were far and away the biggest spenders of the 2024 election season.

Taking into account independent expenditures for and against each candidate, Ferguson and Reichert together accounted for \$28.9 million in election-year spending.

While Reichert raised less than half what Ferguson did (\$6,223,342 and \$13,939,376, respectively), Reichert was the subject of many more independent expenditures, putting him just ahead of Ferguson overall in total expenditures for and against his candidacy.

No other candidate got close to Ferguson's or Reichert's totals this year. A third gubernatorial candidate who did not advance past the primary, Mark Mullet, garnered \$1,859,803 spent for or against his candidacy.

Dave Upthegrove, who defeated Jaime Herrera Beutler in the race for the state Commissioner of Public Lands, landed in fourth place with more than \$2 million spent to support or oppose him.

Attorney General candidates Nick Brown and Manka Dhingra also made the top ten, in fifth and seventh place. The remaining

TOP CANDIDATE CAMPAIGN SPENDING

For election year 2024

- Candidate expenditures
- Independent expenditures "for"
- Independent expenditures "against"

Dave Reichert **TOTAL: \$14,783,229**
Governor



Robert W. (Bob) Ferguson **\$14,118,194**
Governor



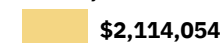
Ron Muzzall
State Senator, Legislative District 10



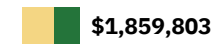
Dave Upthegrove
Commissioner of Public Lands



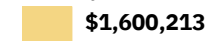
Nick Brown
Attorney General



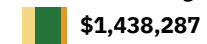
Mark Mullet
Governor



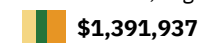
Manka Dhingra
Attorney General



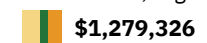
Maria Beltran
State Senator, Legislative District 14



Adrian Cortes
State Senator, Legislative District 18



Janet St. Clair
State Senate, Legislative District 10



spots are dedicated to state Senate races in competitive districts, including the 10th, 14th and 18th. In the 14th and 18th districts, Maria Beltran and Adrian Cortez raised in the neighborhood of \$400,000, but independent expenditures totaling nearly \$1 million each pushed them into the top ten, while larger fundraisers like Hilary Franz (\$745,796) and Semi Bird (\$736,454) were kept out of the top ten by few independent expenditures.



Independent expenditures

In total, groups spent \$29,949,860 in election year 2024 on independent expenditures, with a spend by Evergreen Values Sponsored by the Democratic Governors Association of \$8.1 million — all of it opposing governor candidate Dave Reichert — accounting for nearly 30 percent of the statewide IE total.

In comparison, groups reported spending just \$16 million on independent expenditures in 2020, the last statewide election year.

Independent expenditures are made without any coordination with the candidate or committee they support or oppose, and often fund mailers, TV ads or other advertisements.

In 2024, New Direction PAC spent \$3.8 million in independent expenditures, much of it on a variety of hotly contested state House and Senate races. WA Wins Sponsored by The Leadership Council reported \$1,926,645, and Fix Washington Sponsored by Reagan Fund spent more than \$1.5 million in independent expenditures, also for legislative races.

Rounding out the top 10, three groups waded into the open race for Commissioner for Public Lands, spending together more than \$2 million.

Concerned Taxpayers of Washington State spent more than \$900,000 on the race for Commissioner of Public Lands, with \$411,887 supporting Jaime Herrera Beutler and the remainder opposing Dave Upthegrove, who won the general election. The Washington Conservation Voters Action Fund spent \$493,269, with \$422,000 supporting Upthegrove.

Firefighters for Protecting Public Lands spent more than \$736,000 supporting Kevin Van De Wege for Commissioner of Public Lands, though Van De Wege did not make it past the primary.

TOP INDEPENDENT EXPENDITURE SPONSORS

For election year 2024

Evergreen Values – Democratic Governors Assoc.



New Direction PAC



WA Wins Sponsored by The Leadership Council



Fix Washington Sponsored by Reagan Fund



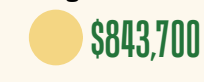
Southwest WA Priorities Sponsored by Kennedy Fund



Concerned Taxpayers of Washington State



Coalition for Pragmatic Leadership



Firefighters for Protecting Public Lands



Washington Education Assoc. Political Action Committee



Washington Conservation Voters Action Fund



Lobbying expenses

Lobbyists employed to influence state legislation and rulemaking reported more than \$93 million in compensation, political contributions and expenses in FY 2024, up from \$89 million in FY 2023 and \$85 million the year before that.

This year's top spender — Western States Petroleum Association — is a repeat from FY 23. That year, Western States Petroleum spent a total of \$1.8 million on lobbying activities. In FY 24, they didn't quite double their money, but came close, spending well over \$3 million. Another oil interest, BP America, spent \$1,178,489 in FY 2024.

PDC filings indicate lobbyists working on behalf of Western States Petroleum lobbied on issues related to agriculture, energy and utilities, labor, environmental affairs, transportation and others.

Western States Petroleum is followed by Community Health Network of Washington, which didn't make it into last year's top 10, with \$2,708,650.

TOP LOBBYIST EMPLOYERS

For Fiscal Year 2024

- Lobbyist compensation
- Lobbying expenses and contributions

Western States Petroleum Association **TOTAL: \$3,041,773**

Community Health Network of Washington **\$2,708,650**

Amazon.com Services LLC **\$2,015,598**

Washington Federation of State Employees **\$1,601,981**

BP America **\$1,178,489**

Washington Association of Realtors **\$819,381**

Puget Sound Energy **\$807,674**

SEIU Healthcare 1199 NW **\$630,750**

Washington State Association for Justice **\$612,468**

Delta Dental of Washington **\$564,134**

EXPERT-LEVEL GUIDANCE

CUSTOMER SERVICE HELP DESK

Fiscal Year 2024

| Type/no. of request | Average first response time |
|----------------------------------|-----------------------------|
| 5,767 SIMPLE | 1 hour and 20 minutes |
| 2,605 COMPLEX | 4 hours and 6 minutes |
| TOTAL REQUESTS > 8,372 | |



NEW DASHBOARD

PDC launches new lobbying reporting dashboard, continues improvements to lobbying reporting system

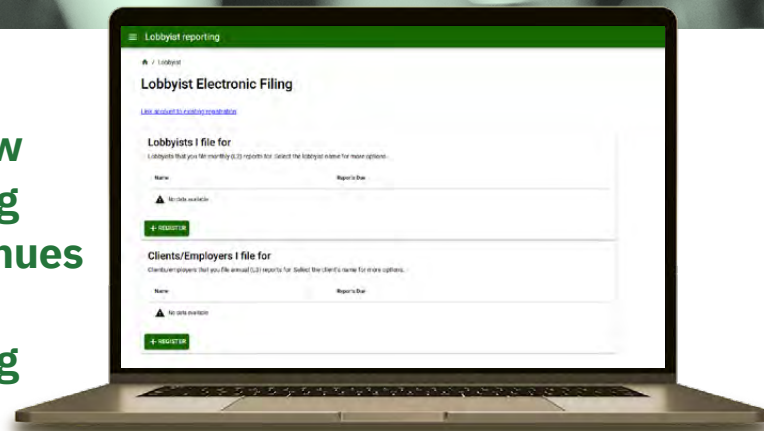
As part of a larger process to overhaul the agency's online lobbying reporting system, the PDC in June 2024 debuted a new lobbyist dashboard, designed to better display data for filers submitting lobbyist registrations (L-1), monthly lobbying reports (L-2) and annual reports for lobbyist client/employers (L-3).

The new view also displays prior filed reports and highlights reports that are due, or will be due in the future.

Also in Fiscal Year 2024, the PDC launched a new filing application for L-7 forms, or lobbyist reporting of employment of legislators and state officials reports.

Lobbying firms or lobbyist employers (groups that hire lobbying firms) are required to disclose when they also employ legislators or other state officials. Until this year, they reported on a paper form mailed to the PDC.

The PDC plans to continue updating the lobbyist filing system through early 2025.



SYSTEM UPGRADE

Last-minute contributions get redesigned reporting system

In September 2023, the PDC launched a redesigned reporting system for last-minute contributions. Prior to this change, makers and receivers of last-minute contributions reported via a form-based application that did not generate searchable data.

The improved system offers an upgraded and simplified user experience, and allows filers to amend reports and view and access past reports.

LMC reports must be filed for contributions of \$1,500 or more, in the aggregate, given or received within 7 days of the primary election and 21 days of the general election.

THRESHOLD UPDATE

PDC approves inflationary adjustments for lobbyist reporting

In December 2023, the Commission approved adjustments for inflation to a number of lobbyist reporting thresholds, which took effect in time for the 2024 legislative session.

The adjustments amended WAC 390-20-150 and WAC 390-05-400.

The Commission is required by law to consider inflationary adjustments to thresholds and limits at least once every five years.

Lobbying reporting thresholds had last been updated for inflation in 2014.

57

Public records requests fulfilled during FY 2024.

MILLIONS OF RECORDS ARE JUST A CLICK AWAY

Each year, data reported to the PDC by campaigns, lobbyists and others adds to our millions of records open to the public. With Open Data, anyone with access to the internet can analyze, filter, compare and download data for future study. At the end of FY 2024, there were nearly 9.4 million records, up from 8.78 million the previous year.

RECORDS ARE AVAILABLE AT:
www.pdc.wa.gov/political-disclosure-reporting-data/open-data

TRAINING AND OUTREACH BY THE NUMBERS

Fiscal Year 2024

32 Number of trainings

289 Number of participants

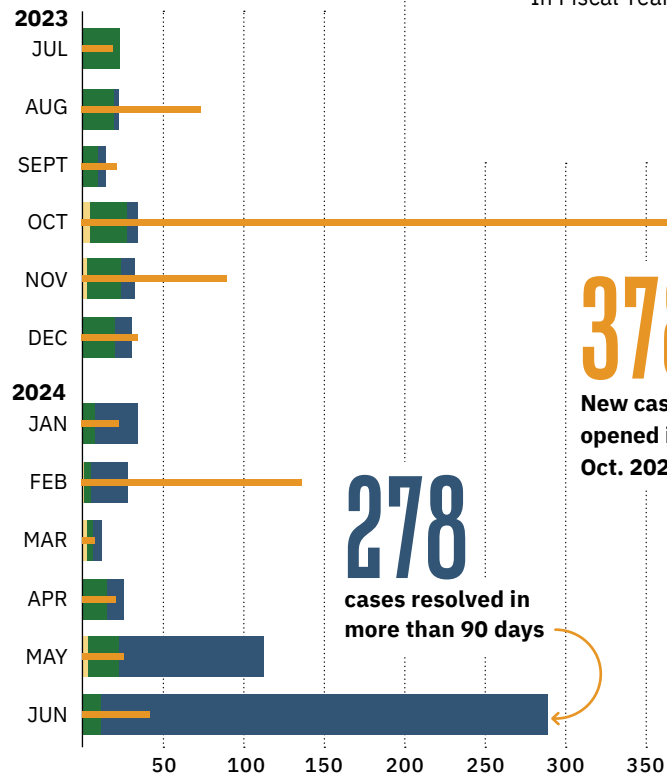


ENSURING COMPLIANCE

COMPLAINT-BASED CASE RESOLUTION

By month, for Fiscal Year 2024

- Resolved in less than 30 days
- Resolved in 30 to 90 days
- Resolved in more than 90 days
- New cases opened



PDC experiences exponential growth in complaint volume

The Public Disclosure Commission experienced a significant increase in complaint volume during Fiscal Year 2024, leading to unprecedented caseloads. In Fiscal Year 2023, the PDC



received 365 complaints, opened 228 cases and closed 200. The previous year, the agency received 389 complaints, opened 236 cases and closed 217 cases.

In FY 2024, however, the agency received 1,563 complaints, an increase of well over 400 percent. About 75 percent were filed by one complainant. To date, the complaints have generated more than 900 cases.

The PDC's 10-member enforcement team worked to triage the cases, with priority given to any matters pertaining to ongoing elections.

But in the face of such a deluge, case resolution times rose, from an average of 94 days in FY23 to 164 in FY24. The agency was forced to curtail its audit program restarted just a few years ago, and to delay and reduce staff-initiated cases aimed at improving compliance with mandatory reporting requirements.

The PDC assessed \$123,450 in penalties in fiscal year 2024, up slightly from \$109,000 the previous year. A large percentage of cases initiated during the most recent fiscal year involved allegations of minor violations or errors in reporting, and 473 of the 654 resolved cases were closed with written warnings to the respondents. The Commission found 70 violations of public disclosure law.

COMPLAINT-GENERATED CASE TRENDS

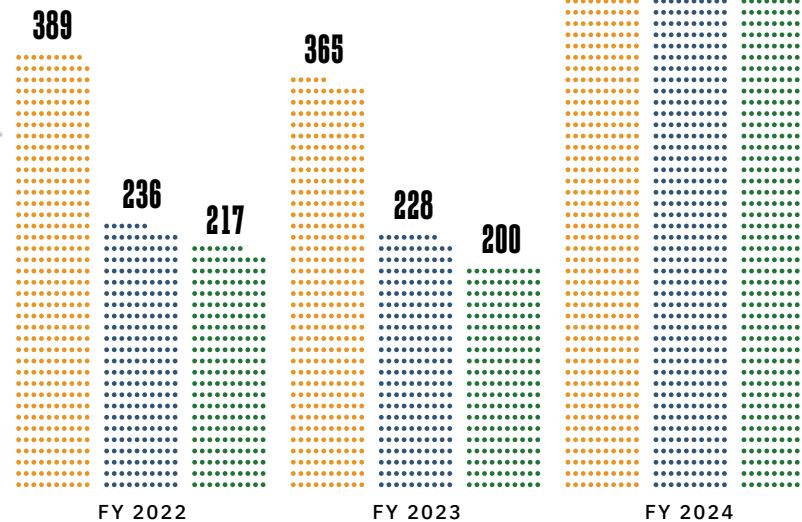
By Fiscal Year

- Complaints received
- Cases opened
- Cases closed

653

Cases were resolved in FY 2024, here's how:

- 473 Case closed with written warning
- 70 Violation found by Commission
- 44 Case closed with no evidence of violations
- 32 Resolved through statement of understanding
- 24 Case closed with reminder
- 3 Resolved with technical correction
- 2 Dismissed by Commission
- 2 Resolved through complaint publication process
- 1 Resolved under local law
- 1 Closed administratively
- 1 Resolved as remedial violation



1,563
+400%
increase in complaints received



FINES IN FOCUS

For Fiscal Year 2024

319
Number of cases with assessed penalties

\$137,700
Total assessed penalties

STAFF-GENERATED CASE TRENDS

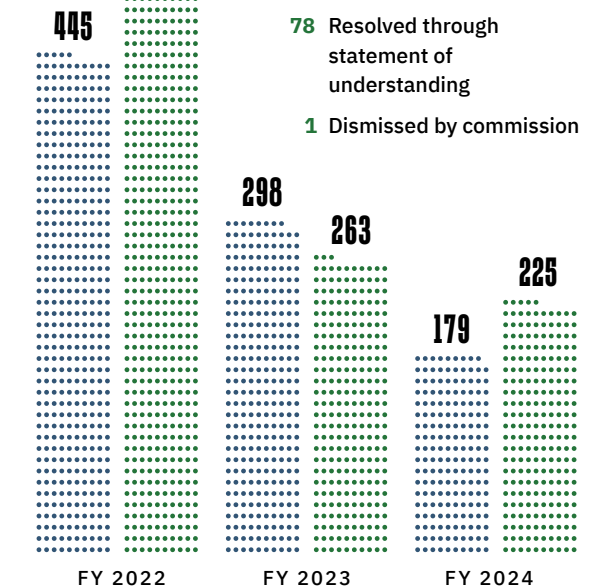
By Fiscal Year

- Cases opened
- Cases closed

225

Cases were resolved in FY 2024, here's how:

- 146 Violation found by commission
- 78 Resolved through statement of understanding
- 1 Dismissed by commission





A RESPONSIVE ORGANIZATION

PDC budget primarily dedicated to public access

Each year, the Washington State Public Disclosure Commission provides education and training to filers and members of the public, maintains a database of millions of public records, responds to and investigates hundreds — and, in 2024, thousands — of complaints and enforces campaign finance law, all with a staff of about 35 and a budget of about \$6 million per year.

Total expenditures in Fiscal Year 2024 were about \$5.76 million, a slight increase from 2023's \$5.26 million.

Expenditures for the Attorney General's Office (AGO) for legal services were down to \$232,250 from \$413,343 the previous year and \$656,541 in 2022.

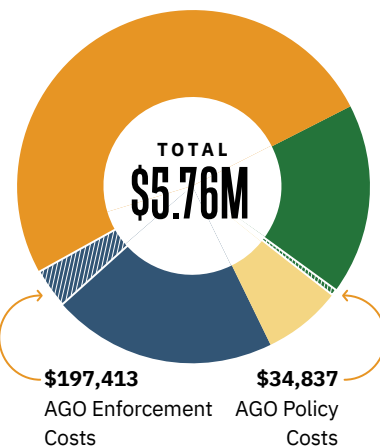
The agency is dedicated to providing information to the public about Washington's campaign finance laws and political spending, and to provide assistance to the regulated community to support their filing.

The agency maintains more than 9.4 million records available online, with new filings made public in real-time. Fifty-one percent of the agency's budget is dedicated to access.

Another 24 percent of the budget was spent on enforcement, or \$1,389,004 in Fiscal Year 2024, including \$193,413 in reimbursements to the AGO. For more

EXPENDITURES

For Fiscal Year 2024



- Access
- Operations
- Policy
- Enforcement

Note: Totals rounded to nearest dollar

information on the PDC's enforcement activity in the past year, see page 8 of this report.

Policy development accounted for 18 percent of the budget, or \$1,030,922 and operations the remaining 7 percent. Agency staff costs are spread among the four categories above.

LEGISLATIVE UPDATES

Passed in the 2023 legislative session, House Bill 1317 created new requirements for registration and reporting for **grassroots lobbying campaigns**, also known as indirect lobbying. Unlike traditional lobbying, grassroots lobbying focuses on encouraging members of the public to support or oppose an issue, and to express their desires to their legislator or to a state agency.

The bill implemented new requirements, including an obligation for a grassroots lobbying campaign to register with the PDC within 24 hours of its formation during a legislative session. The bill directed the PDC to adopt additional rules, which it did in December 2023.

The new rules include sponsor identification requirements, a detailed definition of grassroots lobbying, and direction on how sponsors should report their activity.

The Commission also completed rulemaking in 2024 pursuant to Senate Bill 5152, passed in the 2023 legislative session, which addressed artificial intelligence **deepfakes in political advertising**. The bill created a private cause of action, allowing the subject of a deepfake to file a civil suit against the sponsor of the ad if it does not include a disclaimer that it includes "synthetic media."

PDC staff drafted rules that require committees and sponsors of political advertising using synthetic media to include details in their PDC reporting, including the name of the vendor that provided the technology and a description of how audiences were targeted.

In 2024, the Legislature passed House Bill 2032, which required **sponsor identification**, such as a "paid for by" statement, on all yard signs. Previously, yard signs 4 feet by 8 feet or smaller were exempt from the requirement to have sponsor ID, which in recent years has caused some confusion for voters doing research on local elections.

The new law took effect on June 6. The Commission conducted an emergency rulemaking process, adopting rules for the 2024 election cycle.

The Legislature also passed Senate Bill 5857 in 2024, which would **recodify political disclosure law** into its own chapter — 29A — in the Revised Code of Washington. Currently, the PDC's section of the law is in RCW 42.17A. The bill takes effect in January 2026.

The bill, which the Commission voted to support, will not change any of the text of the law, but will only reorganize it. While the effort may cause short-term confusion, the Commission believes it will be beneficial in the long run.



Allen Hayward
Commission Chair

Oct. 2021-
Dec. 2025



J. Robert Leach
Commission Vice Chair

June 2023-
Dec. 2027



Fred Jarrett
Commission Member

Apr. 2019-
Dec. 2023



Douglass North
Commission Member

Dec. 2023-
Dec. 2026



Nancy Isserlis
Commission Member

Jan. 2020-
Dec. 2024



Jim Oswald
Commission Member

April 2024-
Dec. 2028



Peter Frey Lavalley
Executive Director

Since 2017

Agency leadership

The PDC is governed by a five-member Commission appointed by the governor, with no more than three commissioners from the same political party.

The Commission hires the executive director and sets budget and policy guidance for the agency, interprets campaign finance law and adopts administrative rules.

For enforcement matters, commissioners act as a quasi-judicial body, presiding over hearings, determining whether violations have occurred and, if warranted, setting appropriate penalties.

In 2023, commission member and former Chair Fred Jarrett completed his term but stayed on the board while a replacement was found.

In December 2023, Governor Jay Inslee appointed retired judge Douglass North, of Seattle, to fill a vacant seat on the Commission. In April 2024, retired attorney Jim Oswald also was appointed to the Commission.

In June 2024, Commissioner Allen Hayward was elected chair by the Commission, taking over for Commissioner Nancy Isserlis. Commissioner J. Robert Leach was elected vice-chair. Isserlis' term was set to expire in December 2024.

OUR MISSION

Promote confidence in the political process

VISION > The PDC will lead the nation in fostering full disclosure of money in politics.

Empower the public to "follow the money" in politics

- > Provide real-time access to meaningful data
- > Ensure compliance with campaign-finance laws and regulations
- > Pursue proactive and equitable enforcement
- > Enhance outreach

Help regulated community achieve and maintain compliance

- > Provide expert guidance
- > Facilitate e-filing for all disclosures with accessible, technologically up-to-date options
- > Understand and anticipate filer needs
- > Provide additional training opportunities and methods

Continue to build a better, more agile, and more responsive organization

- > Exercise flexible and nimble resource allocation
- > Seek enhanced funding/staffing
- > Identify and respond to emerging trends and issues
- > Implement timely process improvements
- > Plan for succession needs

Attract and retain a talented and dedicated workforce

- > Sustain culture of clean and open government, as embodied in the agency's grassroots heritage
- > Provide and encourage opportunities for growth
- > Accommodate work/life integration



CONTACT US

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Disclosure
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**“THE STRENGTH OF THE PDC
IS IN OUR FOUNDATION —
OUR GOAL IS TO GET TIMELY
INFORMATION TO VOTERS
ABOUT WHO GAVE, WHO
GOT, AND HOW MUCH.”**

Allen Hayward
Public Disclosure Commission Chair



COVER IMAGE:
Washington State
Legislative Support Services